

**“Building Institutions for Good Governance”
Local Government Support and Partnership Program**

**Nine-Month Activity Plan
January 1 – September 30, 2003**

Prepared for:
USAID/Jakarta – Office of Democracy and Local Governance

December 31, 2002

International City/County Management Association
Graha Iskandarsyah, 5th Floor
Jl. Iskandarsyah Raya No.66
Kebayoran Baru
Jakarta Selatan 12160
Indonesia

Under USAID Cooperative Agreement No.:
497-A-00-00-00044-00

**“Building Institutions for Good Governance”
Local Government Support and
Partnership Program
in Indonesia**

**Nine-Month Activity plan
*January 1, 2003 – September 30, 2003***

Table of Contents

PREFACE:.....	3
BACKGROUND:	3
OBJECTIVE:	4
PROGRAM:	5
Overall Cooperative Agreement Activities	5
International Resource Cities Program Activities	7
Association Development Activities	13

ANNEXES:

ANNEX A:	Overall Activities
ANNEX B:	International Resource Cities Program Activities
ANNEX C:	Association Development Activities

PREFACE TO THE WORKPLAN

This workplan, covering the period January 2003 through program termination on September 30, 2003, is designed to enable ICMA to meet the conditions of its cooperative agreement with USAID. It represents an ambitious but realistic set of activities that can be accomplished assuming only minimal future political disturbances. Should Indonesia's political situation drastically deteriorate and there are increased threats to Americans, it is difficult to predict how these will affect the program. In preparing the workplan we have considered these factors and believe we can work constructively with USAID to adapt our program to changing circumstances. The key will be our ability to act flexibly while staying within the parameters of the workplan and the overall cooperative agreement.

The Resource Cities program is perhaps the most vulnerable part of our portfolio. It is heavily dependent on technical exchanges that bring American local government officials to Indonesia. Should some of our US local government partners remain reluctant to travel to Indonesia, we can explore with USAID a variety of alternatives that would allow us to maintain program momentum. These might include such things as emphasizing trips to the US during periods of heightened threat in Indonesia and utilizing appropriate third country locations in the region to carry out technical exchanges. We already work very closely with USAID to insure that our Indonesian partners are able to receive US visas in a timely fashion. While this has not always been easy, visa application procedures and the need for a long planning horizon should eliminate future problems.

Our local government association capacity building activities may also require adjustment should threats to Americans increase or if the country suffers another wave of civil disturbance. During the previous workplan period we were able to change one training venue to Singapore without sacrificing results or running over budget. If necessary, we can do similar things in the future.

BACKGROUND:

In response to the rapid decentralization process occurring in Indonesia, the U.S. Agency for International Development (USAID) awarded the Local Government Support and Partnership Program (LGSP) to the International City/County Management Association (ICMA). LGSP is one component of a larger program, Building Institutions for Good Governance (BIGG). BIGG consists of two programs that collaborate in key areas to achieve: 1) strong, effective, and representative local government associations, 2) improved delivery of effective and efficient services by local government to citizens 3) incorporation of citizen input into local government decision making, and 4) improved budget and management practices at the local government level.

Specifically, the LGSP consists of two main components:

International Resource Cities Program (IRCP). The IRCP facilitates long-term partnerships between US local government and association professionals and their Indonesian counterparts to share resources and technical expertise.

Support to Local Government Associations. LGSP provides support to strengthen three local government associations: APEKSI (Asosiasi Pemerintah Kota Seluruh

Indonesia), APKASI (Asosiasi Pemerintah Kabupaten Seluruh Indonesia), and APPSI (Asosiasi Pemerintah Propinsi Seluruh).

OBJECTIVE:

BIGG operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government and its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

LGSP addresses IR 2 through the International Resource Cities Program (IRCP) and IR 4 is addressed through the support to the three Indonesian local government associations. Both program components support IR3 by promoting mechanisms and techniques to encourage openness in local government decision-making and increase opportunities for citizen participation.

In order to fulfill targeted IRs, LGSP has established a series of objectives and subobjectives as a framework for measuring the effectiveness of program activities.

The overall objective of the LGSP program is:

“Developing the capacity of decentralized and participatory local governments and the organizations that represent them”

This objective reflects both the IRCP and the support to local government associations component of the program. In fulfillment of this objective, each program component has one overarching objective, and several subobjectives that will be used as a framework to measure the success of program activities.

The objective of the IRCP is: *“Building management capacity for improved service delivery”*

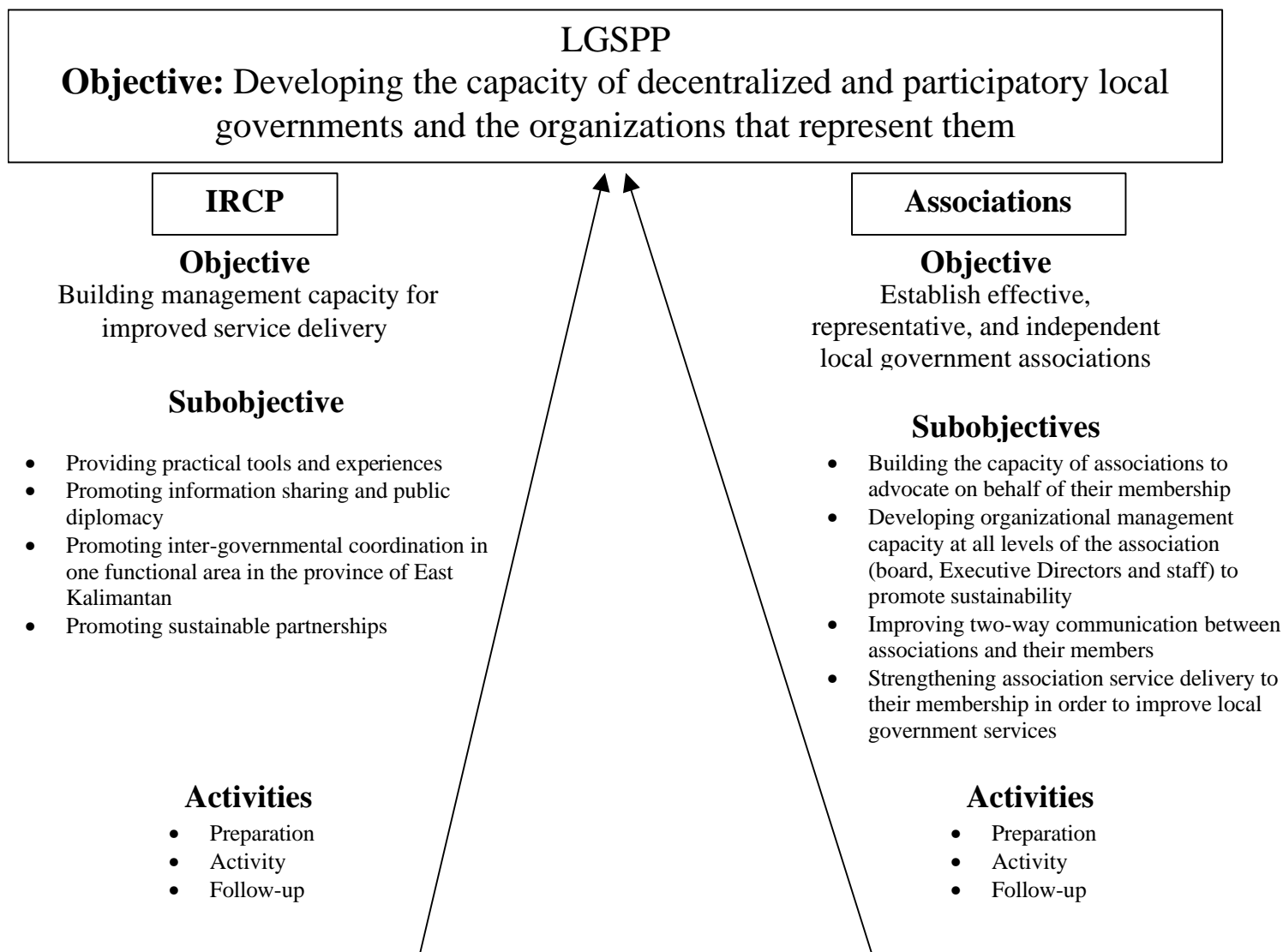
Four subobjectives support this objective:

- Providing practical tools and experiences
- Promoting information sharing and public diplomacy
- Promoting inter-governmental coordination in one functional area in the province of East Kalimantan
- Promoting sustainable partnerships

The objective of the support to local government associations program is: *“Establishing effective, representative, and independent local government associations”*

Four subobjectives support this objective:

- Building the capacity of associations to advocate on behalf of their membership
- Developing organizational management capacity at all levels of the association (includes board, Executive Directors and staff) to promote sustainability
- Improving two-way communication between associations and their members
- Strengthening association service delivery to their membership in order to improve local government services



The following is a final, nine-month, detailed plan of activities that incorporates the modified objectives and activities, as defined by LGSPP staff.

PROGRAM:

Overall Cooperative Agreement Activities

Information in this section describes activities designed to promote greater coordination and communication between LGSPP and critical partners/stakeholders.

1. Coordination with Donors: The donor environment for local government and decentralization activities in Indonesia is characterized by the presence of a few major players: UNDP, USAID, GTZ, and the World Bank. Donor coordination does take place, but should become more systematic and regular.

LGSP is active in all local government donor/contractor coordination circles. Prior to the recent evacuations from Indonesia, monthly chiefs of party meetings among DLG contractors

were held and provided a useful and informal mechanism for sharing information and experiences related to Government of Indonesia autonomy priorities and potential obstacles to program implementation. To the extent possible, these meetings will continue among a smaller subset of contractor organizations during the evacuation period.

LGSP has participated in a number of donor/contractor meetings related to the institutionalization of best practices in the local government arena. BIGG/ICMA has a wealth of international best practices experience and is prepared to share these experiences with other donors/contractors now wishing to document these practices. During the upcoming work period, as LGSP accelerates its own best practices program in Indonesia, every effort will be made to share relevant experiences and methodologies with other organizations that are also interested in documenting best practices.

LGSP has carried out preliminary discussions with NDI and IULA regarding joint funding for a national conference on association building that will include the local government and legislative associations. This opportunity will be further explored in the new workplan.

LGSP will work closely with The Asia Foundation during the activity period to ensure that the local government associations are fully aware of the IRDA findings. Every attempt will be made to disseminate IRDA findings through the associations in newsletters, other relevant media, and public fora.

2. Quarterly Report/Monitoring and Evaluation: Quarterly Reports for LGSP will continue to report results towards the objective and sub-objectives outlined above according to the following results framework:

- I. Completion of Program Activities
- II. Achievement of Desired Results
- III. Coordination
- IV. Sustainability

In addition, the Quarterly Reports include a Monitoring and Evaluation Matrix to measure progress toward targets.

3. Coordination with the Core Management and Budget Skills Task Order: LGSP regularly provides information, news, materials, and publications to Core Management and Budget Skills Task Order staff to ensure that the LGSP programs are represented in *The BIGG Picture*, the BIGG website, and in other BIGG publications. Likewise, the associations working with LGSP will continue to disseminate appropriate BIGG publications to their members.

Increasingly, Resource Cities, local government association and Task Order activities overlap in the vital area of local government financial management. Task Order training materials and, in some instances, trainers will be made available to LGSP partners during the period of this workplan. Task Order staff and experiences will also be applied, as appropriate, in the upcoming best practices documentation and symposia.

4. Coordination of all LGSP Activities and Results: To maintain coordination and awareness of all program objectives and upcoming activities, LGSP holds weekly staff

meetings where an Activity Tracker is reviewed and updated. The ongoing use of activity tracking ensures that all staff provides input and allows management to allocate resources appropriately.

5. Bi-weekly meetings with USAID to Communicate Results and Upcoming Activities: LGSPP holds regular bi-weekly meeting with USAID's Office of Decentralized Local Government. These meets provide a valuable opportunity for LGSPP to inform USAID of results and activities, discuss issues, and coordinate with other USAID projects and objectives.

International Resource Cities Program Activities

The Resource Cities partnership have been quite successful throughout the length of the project. Numerous results have been achieved (see specific partnerships below), behaviors have been changed, and bridges between different cultures and religions have been built.

This progress has come during a period of uncertainty and political tension in both the US and in Indonesia. Some of this uncertainty has affected the Resource Cities Program. Domestic political concerns and travel warnings in early 2001 made recruiting US partners very difficult - in some cases, it took over a year to recruit a partner. The effects of the September 11 tragedy have also spilled over into the Program, resulting in delayed and/or cancelled exchanges, as well as lengthier visa waiting periods, which have lengthened the minimum time frame between visits. Finally, the Bali tragedies, the ordered departure, and the numerous travel warnings that have been issued threaten to further delay the exchange visits scheduled for the next 9 months.

LGSPP is working with its US and Indonesian partners to set a timeline for completing all remaining exchanges in the last 9 months of the contract. While our partners are solidly committed to finishing their partnerships, the political situation in the US and Indonesia may not allow for all exchanges to be completed in this timeframe. LGSPP has budgeted and planned our activities assuming that the exchanges will take place as scheduled below. LGSPP will advise USAID when and if situations arise that prevent the exchanges from happening in a timely fashion.

1. Pasir – Coquille Exchange (4th – 7th and Innovative Practices Workshop) ¹: The remaining exchanges for this partnership will focus on the workplan areas of forestry regulations, public participation, and job descriptions/organizational restructuring.

Tentative trip dates:

4 th Exchange (to US):	January 2003
5 th Exchange (to Indonesia):	March 2003
6 th Exchange (to US):	May 2003
7 th Exchange (to Indonesia):	July 2003

Results To-date: Pasir has prepared a draft forestry regulation using a process that included numerous stakeholders (NGOs, businesses, and indigenous populations) for review and enactment by the DPRD. The regulation has gone through at least one revision with input and advice from Coquille.

¹ Numbers correspond with Table in Annex B.

Pasir has received training on job descriptions and organizational restructuring. The kabupaten plans to use this methodology once the new geographical and administrative boundaries are established (the kabupaten is being split in two).

Expected outcomes: Continued revision of the forestry regulation, natural resources management plan for the kabupaten.

2. Santa Clarita – Bandung Exchange (4th – 7th and Innovative Practices Workshop):

The remaining exchanges of this partnership will focus on implementing the workplan areas of strategic planning (new town development) and GIS. A recent consultant report on the new town planned for the Kabupaten has indicated that the current plan for the new town may not be feasible. The next exchange (#4) will focus on determining the most appropriate course of continued assistance on the part of Santa Clarita.

Tentative trip dates:

4th Exchange (to US): February 2003

5th Exchange (to Indonesia): April 2003

6th Exchange (to US): June 2003

7th Exchange (to Indonesia): August 2003

Results To-date: Santa Clarita has designed and provided a comprehensive training course on strategic planning. In addition, they have worked with the New Town Planning team in Bandung (formed at the suggestion of Santa Clarita) to develop a strategic plan for the New Town. Work is currently in progress to implement the plan.

Expected outcomes: Refinement and implementation of strategic plan developed on 3rd exchange.

3. Samarinda – Tigard Exchange (4th – 7th and Innovative Practices Workshop): The remaining exchanges of this partnership will focus on the workplan areas of citizen participation, financial management, and solid waste in addition to the joint activities on management training with Kutai.

Tentative trip dates:

4th Exchange (to US): January 2003

5th Exchange (to Indonesia): March 2003

6th Exchange (to US): May 2003

7th Exchange (to Indonesia): July 2003

Results To-date: Samarinda finance staff has received training on double-entry accounting. Coupled with their training on performance budgeting, the staff has been able to convince the DPRD to use these two methods for the FY 2003 budget. Samarinda has presented its experience and knowledge with double-entry accounting and performance budgeting to the local governments in East Kalimantan, which are now interested in using similar techniques in their budgeting and management process.

Samarinda is developing an automated payment system for city employees based on a system they observed at the Government Finance Officers Association (GFOA) conference in Denver, Colorado.

Expected outcomes: Assistance with the implementation of the double-entry accounting system, management training, continued progress on city visioning process (including citizen involvement plan).

4. Kutai – Washington County Exchange (4th – 7th and Innovative Practices Workshop):

The remaining exchanges of this partnership will focus on the workplan areas of hospital management, and double-entry accounting, in addition to the joint activities on management training with Samarinda. The partners will work together to develop a partnership between a consortium of universities and community colleges in the two local governments and will consider applying for a grant to the USAID Global Higher Education Program to fund this portion of their cooperation.

Tentative trip dates:

4th Exchange (to US): January 2003

5th Exchange (to Indonesia): March 2003

6th Exchange (to US): May 2003

7th Exchange (to Indonesia): July 2003

Results To-Date: Hospital staff has received training on basic emergency medicine. Washington County personnel have conducted a training needs assessment. Finance staff has received training in double-entry accounting.

Expected outcomes: Provide continued training for nursing staff, continued assistance on double-entry accounting, management training, and learn about community college/continuing education models from universities and community colleges in the Washington County area.

5. Bekasi – Gresham Exchange (6th, 7th, and Innovative Practices Workshop): The remaining exchanges for this partnership will focus on the workplan areas of transportation, accounting, and solid waste.

Tentative trip dates:

6th Exchange (to US): February 2003

7th Exchange (to Indonesia): April 2003

Results To-date: Based on recommendations made by Gresham Transportation staff, the city of Bekasi has changed the timing of some of its traffic lights, which has resulted in a savings of over 100 million person hours of waiting time for citizens. In addition, Bekasi has allocated land for vendors at its new bus terminal in order to alleviate the congestion problems caused when vendors park along the roads and access ways to the terminals.

Expected outcomes: Further assistance on transportation modeling and land-use planning.

6. Bitung – Coos Bay Exchange (6th, 7th, and Innovative Practices Workshop): The remaining exchanges for this partnership will focus on the workplan area of port marketing and development.

Tentative trip dates:

6th Exchange (to US): February 2003

7th Exchange (to Indonesia): April 2003

Results To-date: Through mediation and conflict resolution assistance from Coos Bay, the City and Port of Bitung have reached an agreement over the development of an area of land that was under dispute. Placing the needs of the Port first, the City has decided to move its development activities elsewhere. In return, the Port has been working with the City to locate a new parcel of land for fishermen and other merchants who will be displaced by the Port's plan.

Expected outcomes: Draft framework for marketing plan developed, training on marketing uses for websites, review and evaluate master plan, local Rotary contact identified and proposal structure developed.

7. Balikpapan – Houston Area Governments Exchange (3rd – 7th and Innovative Practices Workshop): The remaining exchanges for this partnership will focus on the workplan areas of citizen participation and continuing education. The partnership will also coordinate with the East Kalimantan Regional Initiative to co-sponsor workshops on regional coordination.

Tentative trip dates:

3rd Exchange (to Indonesia): January 2003

4th Exchange (to US): March 2003

5th Exchange (to Indonesia): May 2003

6th Exchange (to US): July 2003

7th Exchange (to Indonesia): September 2003

Results To-date: Initial contacts have been made with the College of the Mainland (Texas) to develop a labor-force training program geared to training Balikpapan's citizens for jobs in the oil industry.

Expected outcomes: Development of workforce training program, progress made on strategy for encouraging public participation.

8. Yogyakarta – Savannah Exchange (4th – 7th and Innovative Practices Workshop): The remaining exchanges for this partnership will focus on the workplan areas of public service management (building permits), tourism development, and revenue generation and management.

Tentative trip dates:

4th Exchange (to US): January 2003

5th Exchange (to Indonesia): March 2003

6th Exchange (to US): May 2003

7th Exchange (to Indonesia): July 2003

Results To-date: Once passed by the DPRD, a series of recommendations made by the Savannah Department of Development Services will result in a significant reduction in the time it takes to obtain a business permit.

Representatives from a historical preservation society in Yogya have visited Savannah to learn more about Savannah's historic preservation and tourism efforts.

Expected outcomes: Continued assistance with the permitting process, develop draft tourism plan, facilitate participatory, multi-stakeholder visioning process for tourism development, and explore methods of improving revenue collection.

9. East Kalimantan Province – State of Oregon Exchange (3rd – 5th and Innovative Practices Workshop): The remaining exchanges for this partnership will involve twice the number of participants (6) in order to involve not only provincial officials, but also other members of the East Kalimantan Working Group. Due to the number of participants traveling on each exchange as well as the difficulty in arranging the schedules of provincial and state level officials, this partnership will complete 5 exchanges, which will be supplemented by technical assistance from the Interregional Advisor. This exchange will focus on the workplan elements of water quality testing and management of the Mahakam River Basin.

Tentative trip dates:

3rd Exchange (to Indonesia): January 2003

4th Exchange (to US): April 2003

5th Exchange (to Indonesia): August 2003

Results To-date: East Kalimantan representatives have met with various watershed councils in Oregon and have received guidance on how to manage a multi-jurisdictional entity in an effective manner.

Expected outcomes: Hold workshops on watershed management issues. Assess feasibility of water quality testing pilot project; discuss next steps in management of Mahakam River Basin, develop plan for management of the Basin in conjunction with Interregional Advisor.

10. East Kalimantan Working Group (EKWG): Assistance to the EKWG will continue through the Interregional Advisor, the Watershed Management Specialist (see below), and through the East Kalimantan – State of Oregon Resource Cities Partnership.

Following the successful EKWG Visioning Workshop, the group documented the proceedings and “visions” developed at the event and disseminated them widely throughout the province. A team of EKWG members will travel to all of the local governments in East Kalimantan to vet the outcomes of the workshop with regional leaders and solicit their comments, concerns, and suggestions about the plan. The results of this “road show” will be reported to the Interregional Advisor, the Watershed Management Advisor, and the State of Oregon to guide their assistance in the remaining months.

In late January or early February, a group from Oregon will travel to Indonesia to conduct a workshop of watershed management and watershed councils.

Results To-date: The Governor of East Kalimantan formed the EKWG after the initial visit by the Interregional Advisor. This advisory group is comprised of representatives from all local governments in East Kalimantan, NGOs, and Universities. This is the first time that the province has reached out to play a coordinating and facilitating role in management of multi-jurisdictional issues.

The visioning workshop hosted by the EKWG and LGSPP laid the groundwork for future collaboration between the stakeholders in the province. The concept of inclusive planning and decision-making seems to have taken hold within the EKWG and marks a key behavioral change, particularly at the provincial level.

Expected Outcomes: Workshops on management of the Mahakam River Basin, spatial planning methodology, interregional coordination (in conjunction with Balikpapan-Houston partnership), continued strengthening and support of EKWG.

11. Watershed Management Specialist: The East Kalimantan Working Group has identified the Mahakam River Basin as a key area for improvement in regional management and planning. To this end, ICMA proposes 12 days of LOE and 1 trip for a Watershed Management Specialist to work with the Interregional Advisor and ICMA staff to provide technical assistance on specific areas related to watershed management, such as mapping, identifying areas of conflict, and conflict mitigation.

12. Coordination with Association Activities: Resource Cities staff will accompany staffs from the 3 local government associations on the India Municipal Association Innovative Practices Study Tour (see Association Development Activities #7 below) in February 2003. This will allow the two groups to work together and develop a mutual understanding of the methodology and collection mechanisms for innovative practices. During this time, study tour participants will also be able to attend the City Managers Association of Gujarat (CMAG) Annual Best Practices Conference and Awards Ceremony, which will provide an example format for the National Innovative Practices Conference in June 2003.

Upon completion of the study tour, the newly-trained association staff will go to the field with Resource Cities staff to interview and document innovative practices for presentation at the National Innovative Practices Conference (see #13 below) as well as for dissemination by the associations themselves.

13. National Innovative Practices Conference: In late June/early July, LGSPP will host a national conference highlighting the innovative practices and lessons learned from all of the local governments involved in the Resource Cities Program.

This will be a two-day event for US and Indonesian local government practitioners, NGOs, and the donor community. LGSPP will work with our US and Indonesian partners and with the local government associations to prepare both 1-2 page “innovative practices” as well as longer case studies that document the full history of each partnership. US and Indonesian partners will present the results of their partnerships and work with a graphic designer/publications expert to professionalize the documents and to develop high quality, bi-lingual PowerPoint presentations for the conference.

Following the conference, LGSPP will publish the conference proceedings and distribute them to the conference participants as well as to a wider Indonesian audience.

14. Production Grant to Indonesia Firm: During a time of heightened Indonesia – US tensions and widespread misunderstanding, the Resource Cities Program has brought together local government technical experts in the US with their Indonesian counterparts to jointly solve problems affecting their communities. These exchanges have been carried out in the

spirit of partnership and trust, and have yielded technical results and enhanced understanding between the two cultures. Fully documenting the Resource Cities Partnership will make the lessons of these valuable partnerships available to a much larger audience than those in the communicates directly involved.

To capitalize on the successes of Resource Cities and to highlight the program's important public diplomacy dimension, LGSPP proposes contracting with an Indonesian production firm to carry out activities such as 1) having production experts travel on Resource Cities exchanges to film and document the successes of the program, highlight potential areas for collaboration, and showcase the variety of ways in which technical exchanges can provide a bridge across cultures; 2) develop programming for local and national radio and television stations to raise awareness of USAID assistance in improving the lives of Indonesians; and 3) work with LGSPP to promote the National Innovative Practices Conference in June 2003.

In this endeavor, LGSPP would work closely with USAID and the US Embassy's Public Affairs Service (PAS) to develop the message, determine the audience, and disseminate the materials developed.

15. Community College Institutional Consultants: During the course of implementing the Resource Cities partnerships, LGSPP has identified workforce training as a common need and interest among at least 4 of the partners. To varying degrees, Kabupaten Kutai Kertanegara, Balikpapan, Yogyakarta, Bitung, and their US partners have teamed up to develop relationships between educational institutions in their respective governments with the goal of developing workforce/business appropriate training for the Indonesian cities. These partners are working towards applying for grants through the USAID Global Higher Education Program (Association Liaison Office) to support the expansion of their partnerships in this area.

LGSPP is proposing to support these initiatives by hiring 2 consultants – 1 expatriate and 1 Indonesian to work primarily with the Indonesian local governments to ensure that they have a clear understanding of the function, purpose, and structure of community colleges and similar institutions dedicated to workforce or vocational training. Because training of this type has always been handled at the central level and has been separated from traditional academics, Indonesian local governments (and local educational institutions) lack the capacity and knowledge of how to structure such an institution, how to determine its core functions, and how to obtain financing to sustain it.

An expatriate consultant would be hired to introduce the concept of a community college system to the Indonesian partners. He/she would work with the local governments, colleges, and the Indonesian consultant to help them develop a structure that would be feasible for a partnership with their US counterparts. The Indonesian consultant would then work intensively with the local governments and educational institutions to do an analysis of workforce training needs, assess funding sources (beyond the Global Higher Education Program), and help establish sustainable ties between the parties involved.

Association Development Activities

1. Continued development and application of membership/advocacy database for associations: For the past year, LGSPP has provided direct technical assistance and training to develop and maintain modern, up-to-date, and inexpensive membership databases for each

association. The initial membership and advocacy databases include upgraded contact information for the association's primary membership (i.e., mayors, Bupati, governors), as well as expansion of direct mailing and other information dissemination lists to other local government officials who would benefit from association newsletters and materials on improving management and governance skills.

During the remainder of the program, continued assistance may include more advanced training in Access software should it be shown that association staff are ready to expand the applications of the current databases. LGSPP staff will continue to work hand-in-hand with association staff to continuously update contact information available for all members of parliament, the relevant Ministries, possible coalition partners, and the media. Areas will include how to interface tracking of membership dues payments with the budget, pre-registration for trainings/conferences, and identification of key contact persons within the korwil/komwil offices.

LGSPP staff will continue to provide on-going assistance and oversight on use of databases and their future application as advocacy and information dissemination tools. This will be especially important, as rapid feedback from members associated with the korwil/komwil computer communications system becomes a critical part of their advocacy and representation efforts on behalf of APEKSI and APKASI's members.

Expected outcomes: Membership databases continuously upgraded; next level of staff training provided; expand application of databases for advocacy and information dissemination purposes.

2. Continued steps in financial planning and budget development: Following financial management and budget assistance provided to the associations in August and November '02, it became more evident that the most important element of long-term viability and sustainability for the associations is to improve their management and finance capabilities. Assistance in this area has thus far demonstrated that there is agreement and desire on the part of the associations to have improved financial management and reporting systems that will allow them to plan and have sustainable organizations. The need for this type of deeper level management and budget assistance was further highlighted by APEKSI's Board of Directors recent decision to terminate Abdul Munir as executive director. APEKSI's president cited Munir's inability to provide periodic updates to the Board on the organization's budget, particularly as it related to annual program activity. By showing the executive directors and staff how to maintain a budget and systematically report budget activity in conjunction with program efforts, it is hoped that the association boards will become more active and responsible for the development of the organization.

Having completed an assessment of each association's accounting, budgeting, and financial management activities, BIGG will provide a series of trainings to the three association finance staff. This will include basic and intermediate Excel spreadsheet training, double-entry accounting training, and the purchase and distribution of QuickBooks software. BIGG will encourage and support the three association finance staff to collaborate and learn together as a team, taking into account the strong financial background of APKASI's finance staff. This team concept was a recommendation following the Singapore program and received full endorsement by the executive directors. The goal of this step-by-step approach is to groom the finance staff to be able to provide accurate annual budgets that will allow the

association directors to be able to plan operations and programs based on solid financial data and reporting. LOC Finance Officer will continue to assist the finance staff via e-mail and return for a weeklong follow-up technical assistance program in July/August 2003 to ensure that they have accurate reporting/budgeting systems and on all other aspects of her recommendations.

Another element of this on-going process will be the return of the U.S. local government and association finance specialist. Ms. Denslow has extensive experience in turning around a fiscally insolvent U.S. state municipal association in 2 years time, through diversification and identification of new revenues, as well as strong management of existing revenues. She will continue her work to identify ways the associations can be fiscally solvent.

The last aspect of this assistance is the ambitious task of tying together the fiscal/budgetary aspects of the organization and linking it to management, accountability, and program planning. Following the recommendations of the Singapore program, Dick Townsend and Ann Bueche will jointly conduct a retreat for the associations and staff in the spring. The retreat program will include training on planning processes, workplan development with associated budgets and human resource allocation. The subtext or underlying theme of all training and planning during the retreat will be the significance of association finance and management maintaining an association. Following the retreat, the executive directors will be encouraged to hold a similar training tailored for board members and delivered by the associations themselves, with LGSPP oversight. (Also see below Association Management Internship for addition support in this area.)

Expected outcomes: Organizations will have annual budgets that link expenditures, revenues, and funds. Organizations will institutionalize, at the very minimum, accurate annual budget reports for the membership and board of directors, thereby improving sustainability and transparency. The executive directors and staff will understand the relationship between organizational budgets and annual workplans, and strive to communicate that awareness to the boards.

3. Association Management Internship: The League of Oregon Cities Association Exchange provided an invaluable set of resources for demonstrating the real life “how to’s” of association management, member services, board and staff functions, and advocacy. The success of these exchanges was due in part to the personal relationships built, giving a strong degree of credibility and trust to the information exchanged.

Often there is a spillover of continued assistance from the Resource Cities program based on many of the personal relationships built during the exchanges. One such ancillary exchange is the offer of a 4-6 week intensive local government association management internship for APEKSI Director Rusfi Yunairi. All training functions of the internship are to be supervised and arranged by former LOC Executive Director, Dick Townsend, including home stay lodging arrangements and US transportation. LGSPP will provide air transportation to and from Oregon and a modest per diem. The approximate time frame of the internship will be from June 1st to mid July 2003.

A complete SOW for the internship has been developed, which includes but is not limited to:

- Attendance at the annual conference of the Washington Association of Cities and the Oregon City/County Manager’s conference to review the types of training each has

provided, how sponsors and exhibits are dealt with and how business meetings are conducted.

- Ten days in the field visiting cities in Oregon with an emphasis on shadowing the city manager and various department heads to observe their management practices.
- One-on-one working sessions to review strategic planning processes and the development of work plans that will be useful for implementation upon his return to APEKSI, with an emphasis on facilitating the process for APEKSI's board and member cities.
- Under the guidance of the LOC's Legislative Director, the intern will shadow the advocacy process during the 2003 Oregon legislative session. A more thorough understanding of lobbying will be received including; testimony, written reports, coalition building, staff meetings and strategy processes.
- Dick Townsend and Linda Ludwig of LOC will provide financial training related to an association's budget and reporting processes. This will be an overview of information that was presented to Directors and Finance officers in Singapore for all three associations.
- Discussion of various strategies to improve Board dynamics in APEKSI and ask staff to develop a draft work plan for how to improve Board/ Director communication and relationships.
- Training on association staff management practices, which include recruitment and hiring of good staff, compensation practices, evaluation of staff, motivation of staff, discipline of staff and writing job descriptions for staff.
- A review the APEKSI Constitution with staff and provide thoughts on how it might be improved at the next annual business meeting of members.

Expected outcomes: APEKSI Director has a deep understanding of the issues and processes of sound association management and membership services/programs, with the expectation that this knowledge and set of specific recommendations are then integrated into the organization's management practices upon return.

4. Association Staff Organize a Professional Annual Membership Conference: One core service that a local government association provides for its members is training and capacity building opportunities at the annual membership conferences. Not only does technical training assist in good advocacy, it also promotes innovation in local government management. Additionally, annual conferences should provide an opportunity for networking, membership input in the policy process, and opportunities for commercial exhibitors to provide information on new products and technical innovations. If the annual conference is managed well, it can provide an opportunity for an association to generate a profit and provide substantial revenues. To date, the Indonesian annual association meetings have served predominantly as a congress of officials and as a pro forma means to get endorsement of an annual program or workplan.

Ann Bueche, ICMA's Communications and Training Advisor, will provide follow-up assistance several months prior to APEKSI and APKASI's annual meetings scheduled for May 2003. This follow-up assistance builds on the themes and management techniques taught at the 2002 ICMA Annual Conference and November 2002 Conference Planning Training. The association-specific technical assistance will provide an opportunity for: final trouble-shooting or corrective planning to improve program content and delivery; proper pre-registration arrangements; application of membership preferences identified in questionnaires; and professional management of the exhibitor/sponsorship relationship.

In conjunction with the Communications and Training Advisor's previous technical assistance in managing exhibitors and sponsorships, a marketing specialist will provide specialized training on various aspects of internal and external marketing techniques for the associations. In this training, attention will be paid to the neutrality and professionalism of associations within appropriate marketing standards and ethics. It is hoped that one outcome of this assistance will be adoption of a sponsor's code of ethics that guide the relationship between the various vendors and the association. Other possible areas to be addressed is the use of advertisement space in publications, affiliate memberships, and sponsorship of special events and conferences.

Expected outcomes: Staff and executive directors advanced planning for professional development activities and profit-making opportunities result in a better-organized annual membership conference in 2003, with improved program content.

5. Continue to Establish Associations as Technical Experts: It is important for the sustainability of the three associations that their members view them as experts and resources on issues of good governance and problem solving in government service delivery. The association leadership continues to believe that this type of service or training can best be provided through paying university and other technical experts. It is LGSPP's role to continue to convince the Executive Directors of their staffs' potential expertise for advocacy and other member services and that it is their responsibility to develop their staff accordingly.

LGSPP will continue to include three Local Government Budget and Finance Interns in the development and delivery of budget and finance courses and materials developed by the Core Management and Budget Skills Task Order until the end of the internships in February 2003.

Following that period, with LGSPP guidance and instruction, these and/or other association staff will be actively involved in all aspects of training workshop development and delivery, such as planning the educational objectives of a workshop, coursework design for a specified target audience, management and organization of all necessary resources (e.g., contracting of trainers, budget development, logistics, and marketing). The ultimate goal is to provide the associations with an extensive "learning by doing" model or "on-the-job-training" for each association in building their capacity to plan, organize, manage, and deliver training services for members.

Further, as a demonstration of these skills, the association staff will have a lead role in developing and delivering one workshop for their members in or around September 2003. LGSPP will provide the direction and guidance for this effort. A primary goal of this effort is to increase the members' awareness of the need to share in the cost of training through fees. A training needs assessment will identify a topic for the workshop that has sufficient demand and that local governments are willing to pay for.

Expected outcomes: Association staff builds the tools and content expertise in developing, designing, and delivering membership training programs based on identified member needs.

6. Korwil/Komwil Communications Technical Assistance: LGSPP is committed to continuing communications assistance for application in advocacy and representative membership participation. A long-standing barrier to improving the representative nature of the associations is the lack of a communications infrastructure throughout this immense

archipelago. In our database assistance, we have discovered that in some remote areas mail service is ineffective at best, phone communications are expensive, and that few kabupaten korwil offices don't have either fax machines or reliable phone service. The leadership of APEKSI and APKASI has consistently requested LGSPP assistance in establishing and strengthening the representative role of their komwil and korwil offices, respectively. Towards these goals, and to build on the previous body of association communications vehicles prompted by the work of the Communications and Training Advisor, LGSPP will embark on a program that seeks to develop an Internet communications network between and among the 6 komwils of APEKSI and the 29 korwils of APKASI and their secretariat offices in Jakarta. (Note: a preliminary survey of Internet access by this group of 35 indicates that approximately 3 kabupaten do not currently have Internet access, however, will be able to exchange e-mails).

More specifically, the last 9 months of LGSPP's activity will focus on the purchase and transfer of 35 computers to the designated komwil/korwil sites for the express purpose of establishing direct and rapid feedback and communication to the central secretariat offices. The program will include delivery, set up, 9 months of internet connection service fees, software training for 35 designated komwil/korwil contact persons and association staff serving as technical assistants. The computers will remain property of the central association secretariat, and will be housed at acting komwil/korwil sites. All Bupati and mayors of the sites will be requested to sign a detailed Memorandum of Understanding that sets forth the conditions and responsibilities of communicating with the central secretariat office. After several months of trouble-shooting and ensuring that the systems are fully operational, the Communications and Training Advisor will work with the associations and their sites to determine more formal protocols for feedback on issues and policy positions that reflect the opinions of the membership at large.

Because of the opportunities for misuse of the computers, the LGSPP team will work with the association staff to conduct on-site monitoring of the computers' use throughout the 9-month period. Additionally, LGSPP will collaborate with NDI program staff to facilitate the potential use and application of the computers by the legislative associations in that they have not yet established regional offices.

Expected outcomes: Associations dramatically increase their capacity to communicate with members, so as to solicit input on a wide range of local government management issues. The development and application of a timely 2-way communications system to assist in the creation of advocacy positions that are informed and representative of member views.

7. India Municipal Association Innovative Practices Study Tour: The previously-scheduled spring 2002 study tour to India was cancelled due to travel restrictions. However, the initial study tour program was modified allowing for City Managers Association of Gujarat (CMAG) staff and members to conduct the first phase of training for the Indonesian associations on the elements and processes of an association best practices program and documentation.

Following the success of CMAG's earlier training and a firm commitment by the associations to document the innovative practices of their members, LGSPP will proceed with a study tour to Gujarat in February. This tour will focus on the next phase of innovative practices documentation. Association staff will learn the specific techniques for site interviews and data collection, as well as how to transform such information into a quality case study for

dissemination. Association staff will visit at least two innovative practice sites, one of which will be Ahmedabad. They will also observe CMAG's Best Practice Symposium and awards ceremony to be held on February 11.

Immediately upon returning from Gujarat, LGSPP will appoint association staff as team members on the various site visits to Resource Cities local governments, so that they can immediately transfer those new skills into practice. Resource Cities program staff will guide the association staff in the documentation process. Not only will the Resource Cities kota, kabupaten, and province serve as a training ground for their first efforts in analyzing and documenting best practices, but this field work will result in a handful of cases for immediate dissemination to members and donors such as CLGI. These cases are to be finalized prior to the associations' annual meetings in May, at which time they can be disseminated. This dissemination will take into account the opportunity for a high profile launch among the members and possibly serve as core content for workshop sessions. Additional assistance will be provided to cover the printing costs of the first series of innovative practice cases.

Expected outcomes: Build the capacity of the associations to document and present the best management practices of their membership. Support the professional public presentation of local government innovative practices in 2003, including publication and dissemination.

8. Human Resource Development of Associations as Professional Organizations: It is clear that training on job descriptions is necessary for the associations to define the roles of staff and for the executive directors to manage the human resources of their organizations. Preliminary training on position descriptions was conducted at the ICMA Annual Meeting (Oct. '02). Immediately following this (November '02), the executive directors were again shown how position descriptions can be used as a management tool to ensure that the association's human resource capabilities are effective.

These early training efforts and discussions have highlighted weaknesses in the associations' current position descriptions and internal management of staff resources. To date, there is still much confusion, overlap, and conflict on various staff roles and authorities. This can be attributed, in part, to a surge in hiring junior staff during 2002 to increase their organizational capabilities to conduct membership services. LGSPP is pleased with the executive directors' recent organizational changes that have reduced or eliminated the cadre of former or current civil servants that staffed the association secretariat and replaced them with talented, hardworking junior staff. However, these rapidly-changing organizations are now even more in a position to need deeper technical assistance on human resource management.

LGSPP will solicit the assistance of a consultant who specializes in human resource management. The consultant will provide a more in-depth training on position descriptions, why position descriptions are necessary, and how they can be used for performance evaluations and internal management. The staff will revisit their initial position description for themselves to see if they adequately reflect their activities and responsibilities. Of equal importance, the specialist will conduct a small working session with the executive directors and key staff to get them to fully understand management's obligation to manage the staff and not let politics or personalities dictate how program assignments are delegated.

Expected outcomes: Improve organizational structures and responsibilities; enhance association's executive directors' capacity to manage human resources.

9. Newly-Elected Officials Orientation Materials: In that Bupati, Walikota, or governors do not have a single national uniform period for re-appointment, technical assistance with the associations to provide some sort of orientation for new members is not time-sensitive. Therefore, the associations will work with a technical consultant to design a set of written materials or publications that seek to inform newly-appointed executive officials of their roles and responsibilities. These materials will also set out the expected role and responsibilities as members of a local government association.

Should the associations express a desire to provide some sort of orientation program for new officials, an initial working session will be delivered to explain how orientation program content should be structured based on possible different functions such as:

- Informing on the basic local government functions,
- Ensuring smooth leadership transition,
- Defining the role of executives versus the council, and
- Establishing positive executive-council relations.

Expected outcomes: Assist in the development of orientation materials to inform newly-elected/appointed executives of their roles and responsibilities; publication of orientation materials by the association for their new members.

10. International Union of Local Authorities Toolkit as Capacity Framework for Coalition Building and Professional Associations: In cooperation with the newly created Local Government Association Coordination Group's initiative to launch a translated version of IULA Toolkit, LGSPP will collaborate with NDI, CLGI, and IULA to deliver a training event geared at improving the awareness and skills of the five association boards to build coalitions in advocacy. Programs/sessions will include presentations by various regional or international IULA members, who will serve as resources to explain how their associations run and operate. The event will attempt to bring as many of the 5 association board members together as possible, and is tentatively scheduled for June 2003.

Expected outcome: IULA Toolkit used as a vehicle to convene the five association boards and advance their skills and awareness in coalition building, as well as showcasing the management and operation of professional local government associations.

ANNEX A:
OVERALL ACTIVITIES

9-month Activity Sheet – Cooperative Agreement
Overall Activities
January 1 – September 30, 2003

No.	Activity	Timeframe	Point of Contact
1.	Coordination with Donors <ul style="list-style-type: none"> • CIDA (Crosby) • Asia Foundation (Anderson) • GTZ (Anderson) • IFES (Lonsdale) • Partnership (Anderson/Crosby) • Ministry of Finance (Anderson) • UNDP (Anderson/Crosby) • Ministry of Home Affairs (Anderson) • NDI (Crosby) • Local Government Association Coordination Group (Crosby) • CLGI (Crosby, Anderson) • Ford Foundation (Crosby, Lonsdale) 	On-going	Ed Anderson, Amanda Lonsdale, Diane Crosby
2.	Quarterly Report/Monitoring & Evaluation	Delivery date: last day of the month following the end of the quarter	Ed Anderson, Amanda Lonsdale, Diane Crosby

No.	Activity	Timeframe	Point of Contact
3.	Coordination with Core Management and Budget Skills Task Order <ul style="list-style-type: none"> Budget and Finance Training for Resource Cities Budget and Finance Training for Balikpapan and Samarinda Budget and Finance Interns <i>The BIGG Picture</i> newsletter BIGG Website BIGG Publications Bi-weekly management meetings 	On-going <ul style="list-style-type: none"> On-going On-going Through March 2003 Monthly On-going On-going Bi-weekly 	Ed Anderson, Amanda Lonsdale, Diane Crosby
4.	Coordination of all LGSPP Activities and Results <ul style="list-style-type: none"> Weekly staff meeting Resource Cities – Association Cooperation 	On-going	Ed Anderson, Amanda Lonsdale, Diane Crosby
5.	Bi-weekly meetings with USAID to communicate results and upcoming activities	Bi-weekly	Ed Anderson, Amanda Lonsdale, Diane Crosby

ANNEX B:
INTERNATIONAL RESOURCE CITIES PROGRAM
ACTIVITIES

**9-month Activity Sheet – Cooperative Agreement
Resource Cities
January 1 – September 30, 2003**

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
1.	Pasir – Coquille Exchange (4) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	January 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services IR 3: Participation Increased in Local Government Decision-Making	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
1.	Pasir – Coquille Exchange (5) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	April 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services IR 3: Participation Increased in Local Government Decision-Making	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
1.	Pasir – Coquille Exchange (6) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	June 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services IR 3: Participation Increased in Local Government Decision-Making	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
1.	Pasir – Coquille Exchange (7) <ul style="list-style-type: none"> Develop Innovative Practice documentation Confirmation from both partners Translation of background documents and key information Finalize travel arrangements Prepare agenda Hold Innovative Practices workshop Press Release Collect Press Clippings In-kind contribution Trip report Monitoring of progress and results 	August 2003 <ul style="list-style-type: none"> February/March 7 weeks prior to exchange 1 month prior to exchange 2 weeks prior to exchange 1 week prior to exchange Last 2 days of exchange Immediately following exchange 1 week after exchange 1 week after exchange 2 weeks after exchange On-going 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Intergovernmental Relations Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services IR 3: Participation Increased in Local Government Decision-Making	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
2.	Santa Clarita-Bandung Exchange (4) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Make travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	February 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
2.	Santa Clarita-Bandung Exchange (5) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	April 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
2.	Santa Clarita-Bandung Exchange (6) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	June 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
2.	Santa Clarita-Bandung Exchange (7) <ul style="list-style-type: none"> Develop Innovative Practice documentation Confirmation from both partners Translation of background documents and key information Finalize travel arrangements Prepare agenda Hold Innovative Practices workshop Press Release Collect Press Clippings In-kind contribution Trip report Monitoring of progress and results 	August 2003 <ul style="list-style-type: none"> February/March 7 weeks prior to exchange 1 month prior to exchange 2 weeks prior to exchange 1 week prior to exchange Last 2 days of exchange Immediately following exchange 1 week after exchange 1 week after exchange 2 weeks after exchange On-going 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
3.	Samarinda – Tigard Exchange (4) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Make travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	February 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
3.	Samarinda – Tigard Exchange (5) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Make travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	April 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
3.	Samarinda – Tigard Exchange (6) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Make travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	June 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
3.	Samarinda – Tigard Exchange (7) <ul style="list-style-type: none"> Develop Innovative Practice documentation Confirmation from both partners Translation of background documents and key information Finalize travel arrangements Prepare agenda Hold Innovative Practices workshop Press Release Collect Press Clippings In-kind contribution Trip report Monitoring of progress and results 	August 2003 <ul style="list-style-type: none"> February/March 7 weeks prior to exchange 1 month prior to exchange 2 weeks prior to exchange 1 week prior to exchange Last 2 days of exchange Immediately following exchange 1 week after exchange 1 week after exchange 2 weeks after exchange On-going 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Intergovernmental Relations Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
4.	Kutai – Washington County Exchange (4) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Make travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	February 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
4.	Kutai – Washington County Exchange (5) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Make travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	April 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
4.	Kutai – Washington County Exchange (6) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Make travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	June 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
4.	Kutai – Washington County Exchange (7) <ul style="list-style-type: none"> Develop Innovative Practice documentation Confirmation from both partners Translation of background documents and key information Finalize travel arrangements Prepare agenda Hold Innovative Practices workshop Press Release Collect Press Clippings In-kind contribution Trip report Monitoring of progress and results 	August 2003 <ul style="list-style-type: none"> February/March 7 weeks prior to exchange 1 month prior to exchange 2 weeks prior to exchange 1 week prior to exchange Last 2 days of exchange Immediately following exchange 1 week after exchange 1 week after exchange 2 weeks after exchange On-going 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Intergovernmental Relations Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
5.	Bekasi – Gresham Exchange (6) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	February 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
5.	Bekasi – Gresham Exchange (7) <ul style="list-style-type: none"> Develop Innovative Practice documentation Confirmation from both partners Translation of background documents and key information Finalize travel arrangements Prepare agenda Hold Innovative Practices workshop Press Release Collect Press Clippings In-kind contribution Trip report Monitoring of progress and results 	April 2003 <ul style="list-style-type: none"> February/March 7 weeks prior to exchange 1 month prior to exchange 2 weeks prior to exchange 1 week prior to exchange Last 2 days of exchange Immediately following exchange 1 week after exchange 1 week after exchange 2 weeks after exchange On-going 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
6.	Bitung – Coos Bay Exchange (6) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	February 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
6.	Bitung – Coos Bay Exchange (7) <ul style="list-style-type: none"> Develop Innovative Practice documentation Confirmation from both partners Translation of background documents and key information Finalize travel arrangements Prepare agenda Hold Innovative Practices workshop Press Release Collect Press Clippings In-kind contribution Trip report Monitoring of progress and results 	May 2003 <ul style="list-style-type: none"> February/March 7 weeks prior to exchange 1 month prior to exchange 2 weeks prior to exchange 1 week prior to exchange Last 2 days of exchange Immediately following exchange 1 week after exchange 1 week after exchange 2 weeks after exchange On-going 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
7.	Balikpapan – Houston Area Governments Exchange (3) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	February 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
7.	Balikpapan – Houston Area Governments Exchange (4) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	April 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
7.	Balikpapan – Houston Area Governments Exchange (5) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	May 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
7.	Balikpapan – Houston Area Governments Exchange (6) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	July 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
7.	Balikpapan – Houston Area Governments Exchange (7) <ul style="list-style-type: none"> • Develop Innovative Practice documentation • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Hold Innovative Practices workshop • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	September 2003 <ul style="list-style-type: none"> • February/March • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Last 2 days of exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
8.	Yogyakarta – Savannah Exchange (4) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	February 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
8.	Yogyakarta – Savannah Exchange (5) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	March 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
8.	Yogyakarta – Savannah Exchange (6) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	June 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
8.	Yogyakarta – Savannah Exchange (7) <ul style="list-style-type: none"> Develop Innovative Practice documentation Confirmation from both partners Translation of background documents and key information Finalize travel arrangements Prepare agenda Hold Innovative Practices workshop Press Release Collect Press Clippings In-kind contribution Trip report Monitoring of progress and results 	August 2003 <ul style="list-style-type: none"> February/March 7 weeks prior to exchange 1 month prior to exchange 2 weeks prior to exchange 1 week prior to exchange Last 2 days of exchange Immediately following exchange 1 week after exchange 1 week after exchange 2 weeks after exchange On-going 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
9.	East Kalimantan Province – State of Oregon exchange (3) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	February 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
9.	East Kalimantan Province – State of Oregon exchange (4) <ul style="list-style-type: none"> • Confirmation from both partners • Translation of background documents and key information • Finalize travel arrangements • Prepare agenda • Press Release • Collect Press Clippings • In-kind contribution • Trip report • Monitoring of progress and results 	April 2003 <ul style="list-style-type: none"> • 7 weeks prior to exchange • 1 month prior to exchange • 2 weeks prior to exchange • 1 week prior to exchange • Immediately following exchange • 1 week after exchange • 1 week after exchange • 2 weeks after exchange • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Intergovernmental Relations • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
9.	East Kalimantan Province – State of Oregon exchange (5) <ul style="list-style-type: none"> Develop Innovative Practice documentation Confirmation from both partners Translation of background documents and key information Finalize travel arrangements Prepare agenda Hold Innovative Practices workshop Press Release Collect Press Clippings In-kind contribution Trip report Monitoring of progress and results 	August 2003 <ul style="list-style-type: none"> February/March 7 weeks prior to exchange 1 month prior to exchange 2 weeks prior to exchange 1 week prior to exchange Last 2 days of exchange Immediately following exchange 1 week after exchange 1 week after exchange 2 weeks after exchange On-going 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Intergovernmental Relations Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
10.	East Kalimantan Working Group (EKWG) <ul style="list-style-type: none"> Complete “Road show” to EK local governments Analyze results and prepare next agenda for Interregional Advisor and Watershed Management Specialist TDY for Interregional Advisor and Watershed Management Specialist 	February 2003 and on-going <ul style="list-style-type: none"> February 2003 March 2003 April-June 2003 	<ul style="list-style-type: none"> Practical Tools and Experience Intergovernmental Relations Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale
11.	Watershed Management Specialist <ul style="list-style-type: none"> See #10 above 	April-June 2003	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Intergovernmental Relations Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services IR 3: Participation Increased in Local Government Decision-Making	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
12.	Coordination with Associations	On-going	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships • Develop organizational management capacity • Improve two-way communication • Strengthen service delivery 	<p>IR 2: Local Government Capacity Strengthened to Deliver Effective Services</p> <p>IR 4: Associations of Local Governments and Officials Established as Advocates</p>	
13.	National Innovative Practices Conference <ul style="list-style-type: none"> • Set dates for conference • Conduct interviews and write case studies • Reserve conference facilities • Develop presentations and select presenters • Send invitations • Hold Conference • Edit and disseminate proceedings 	June 2003 <ul style="list-style-type: none"> • December 2002 • January-March 2003 • March 2003 • April-May 2003 • May 2003 • June 2003 • July-August 2003 	<ul style="list-style-type: none"> • Practical Tools and Experience • Information Sharing and Public Diplomacy • Sustainable Partnerships 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
14.	Public Relations and Production Grant to Indonesia Firm <ul style="list-style-type: none"> • Write SOW for candidates and solicit proposals • Interview and select firm (and execute grant) • Visit to US and taping of documentary • PR for Innovative Practices Conference • On-going PR for Resource Cities exchanges 	On-going <ul style="list-style-type: none"> • December 2002 • January 2003 • February 2003 • May-June 2003 • On-going 	<ul style="list-style-type: none"> • Information Sharing and Public Diplomacy 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale
15.	Community College Institutional Consultants <ul style="list-style-type: none"> • Hire US Consultant • Hire Indonesian consultant • Field Consultants • Structure agreements with local colleges • Apply for GHEP grants • Continued assistance to establishing relationships and developing programs 	On-going <ul style="list-style-type: none"> • December 2002 • January 2003 • January/February 2003 • February 2003 • March 2003 • On-going 	<ul style="list-style-type: none"> • Practical Tools and Experience • Sustainable Partnerships • Develop organizational management capacity 	IR 2: Local Government Capacity Strengthened to Deliver Effective Services	Amanda Lonsdale

ANNEX C:
ASSOCIATION DEVELOPMENT
ACTIVITIES

9-month Activity Sheet – Cooperative Agreement
Association Capacity Building
January 1 – September 30, 2003

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
1.	Continued development and application of membership/advocacy database for three associations <ul style="list-style-type: none"> Access training for association staff (tentative) Data collection and expansion On-going assistance 	January 2003 – on-going <ul style="list-style-type: none"> January-September January - September January-September 	<ul style="list-style-type: none"> Capacity to advocate Improve two-way communication Strengthen service delivery 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby
2.	Next Steps: Financial Planning & Budget Development <ul style="list-style-type: none"> Finance staff excel training Finance staff double-entry accounting training Management and finance planning retreat Field US Finance Consultant Field US Budget Consultant 	January 2003 – end of project <ul style="list-style-type: none"> December 2002 January – March April May/June July 	<ul style="list-style-type: none"> Develop organizational management capacity 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
3.	Association Management Internship <ul style="list-style-type: none"> Organize travel/logistics Establish agenda Conduct exchange Lessons learned reports and skill transfer to association 	June/July 2003 <ul style="list-style-type: none"> May April/May June/July August-September 	<ul style="list-style-type: none"> Practical Tools and Experience Information Sharing and Public Diplomacy Sustainable Partnerships Capacity to advocate Develop organizational management capacity Improve two-way communication Strengthen service delivery 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby
4.	Association Staff Organize Annual Conference <ul style="list-style-type: none"> Finalize travel arrangements Prepare agenda Field Communications Consultant Field Marketing Consultant Follow up 	July- December 2002 <ul style="list-style-type: none"> February/March March March/April March/April May 	<ul style="list-style-type: none"> Develop organizational management capacity Improve two-way communication Strengthen service delivery 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
5.	Continue Associations as Technical Experts <ul style="list-style-type: none"> Continue technical development of staff and/or former interns Needs assessment training and consultant Development of association-specific training course 	January – September 2003 <ul style="list-style-type: none"> TBD in coordination with Core Management and Budget Skills Task Order timeframes August/September 	<ul style="list-style-type: none"> Capacity to advocate Develop organizational management capacity Improve two-way communication Strengthen service delivery 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby
6.	Korwil/Komwil Communications Assistance <ul style="list-style-type: none"> Purchase and distribute computers Arrange for internet connections Train field and secretariat contact staff MOU signings Monitoring and assistance 	December 2002 – September 2003 <ul style="list-style-type: none"> December-January December – January January-February January-February On-going 	<ul style="list-style-type: none"> Improve two-way communication Strengthen service delivery Develop organizational management capacity Capacity to advocate 	IR 4: Associations of Local Governments and Officials Established as Advocates IR2: Local Government Capacity Strengthened to Deliver Effective Services	Diane Crosby

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
7.	India Municipal Association Innovative Practices Study Tour <ul style="list-style-type: none"> • Prepare program agenda and logistics • Study tour • Conduct Resource cities training and documentation • Prepare publications • Monitor results of dissemination of best practices 	January - May 2003 <ul style="list-style-type: none"> • December – February • February 8-18 • February-April • April-June • May-September 	<ul style="list-style-type: none"> • Develop organizational management capacity • Improve two-way communication • Strengthen service delivery 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby
8.	Human Resource Development of Associations as Professional Organizations <ul style="list-style-type: none"> • Draft SOW and do logistics for consultant • Training agenda and learning outcomes identified • Field consultant, deliver training • Lessons learned report 	June- August 2003 <ul style="list-style-type: none"> • May • May • June/July • 2 weeks following 	<ul style="list-style-type: none"> • Develop organizational management capacity • Strengthen service delivery 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby

No.	Activity	Timeframe	Subobjective	Intermediate Result	Point of Contact
9.	Newly-Elected Officials Orientation Materials <ul style="list-style-type: none"> • Draft SOW and do logistics for consultant • Training agenda and learning objectives • Identify association participants • Conduct workshops/training • Lessons learned reports and follow-up • Assist in publication/distribution of materials 	June- September 2003 <ul style="list-style-type: none"> • June • June • June • July/August • August • August/September 	<ul style="list-style-type: none"> • Develop organizational management capacity • Strengthen service delivery • Improve two-way communication 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby
10.	IULA Toolkit as Framework for Association Assistance <ul style="list-style-type: none"> • Facilitate collaboration with NDI, CLGI for possible workshop/event in June 	January- June 2003 On-going	<ul style="list-style-type: none"> • Develop organizational management capacity 	IR 4: Associations of Local Governments and Officials Established as Advocates	Diane Crosby